Information of interest to employees of the Ministry of Transportation

Road Runner

UPDATE ON MINISTRY RESTRUCTURING

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Renewal: the ministry looks forward to the future

With fewer resources at its disposal, the ministry must face the challenge of renewing itself in almost every way. Focusing on results-based management, the ministry must eliminate some processes and streamline others. For the ministry as a whole, and for our staff, it's a lot to ask.

In the short term, renewal will involve three main tasks. First, re-engineering ministry processes in accordance with our new mandate (please see a separate article elsewhere in this edition of the Road Runner. Second, revitalizing the ministry by encouraging discussion of our values and culture as we develop a ministry human resources strategy and plan for the future. Third, make a special effort to assist departing friends and colleagues as they retire or continue their careers elsewhere.

Assisting former employees

When the ministry began several months ago to prepare for renewal, it was understood that as part of the workforce adjustment process, the ministry would make every effort to assist departing staff. To do so was important to the future of our departing colleagues and friends, and critical to the ministry itself.

Wherever possible, the ministry has gone the extra mile to assist departing employees. This has included individual counseling sessions, comprehensive retirement and career transition information on the ministry's Intranet site (the site became a model for other ministries), establishment of the **www.ResumesOnLine.ca** site, a three-day resource fair, seminars and other assistance.

As of May 10, 156 permanent full-time employees have left the ministry through the Voluntary Departure Program, with many obtaining employment in the private sector. Another 164 employees have taken advantage of the government's Early Retirement Incentive Program. In addition, 175 employees have accepted alternate employment in government and 136 have taken severence.

Workplace culture

For those of us left to pave the way to the future, it seems clear that effective renewal will require a renewed culture at work and a new human resource plan. The process has begun that will support the ministry's adjustment to its new role.

To get an idea of what is meant by culture let's take a quick look at history. In the 1950s the ministry presided over the design and construction of highways that are still in use today but which at the time were described by many as being impossible to build. The successful construction of those projects helped brand the ministry as the "Can Do" ministry. The name has stuck—because it still applies to a group of people used to getting the job done, keen on providing superior service, and experienced at overcoming huge obstacles... people who think getting dirt under the fingernails is a good thing. These are examples of workplace culture.

Sponsored by deputy minister Dan Doyle, development of our new human resource plan will involve staff and stakeholders in digging further into the ministry's heart and soul and in answering some fundamental questions, including:

- What do we think, believe and assume is important about who we are and how we do business?
- What was our past culture?
- What are our present values?
- What will be our preferred working environment and business culture of the future?
- What core competencies are required of our managers under the new mandate?

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Business process re-engineering—a ministry-wide team effort

As a result of recent government initiatives, we at the Ministry of Transportation must rethink the fundamentals of what we do and how we do it. To be effective, this rethinking must take place at all levels because each of us knows best the business practices we're part of and how they can be improved.

The Business Process Re-engineering Project has been put in place to help lead this rethinking process.

"The goal of the project is to streamline processes and maximize efficiency and effectiveness—for our clients and for us," says Dave Byng, Executive Director,

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Ministry poised for shared services

As part of the government plan to reduce the cost of internal operations, ministries will be required to share common services in the areas of finance, administration, information technology, human resources and procurement and supply.

"Governments and private business have found that by sharing services they can take advantage of economies of scale," says Dan Doyle, who chairs the Deputy Ministers' Committee on Shared Services, which includes a cross-section of the Kleenex and dirt ministries.

In B.C., a shared services program is being developed by the Ministry of Management Services, and a consolidated HR agency is being developed by PSERC. Both of these bodies are working with the Deputy Minister's Committee on Shared Services to make sure there is a smooth transition and that potential issues are addressed.

"BC Hydro has successfully incorporated shared services into its province-wide operations," says Doyle. "Our ministry is in an excellent position to do the same. For some time now, we've provided payroll and a number of other services for the Ministry of Agriculture, Food and Fisheries; the Ministry of Community, Aboriginal and Women's Services; the former Ministry of Fisheries; as well as several Crown agencies."

Initially, shared services will be delivered by the Ministry of Management Services. By April 2003 services will be provided by a new organization that will be accountable to its customers through a client council. The model being developed by the deputy ministers' committee will deliver shared services in a client-focussed, cost-efficient and responsive manner, with service-level agreements enabling managers to make informed spending decisions.

Initially, shared services will be mandatory for all government ministries, but ministries will be allowed to use other service providers if the client council agrees there is a business case for it.

"I doubt any ministries will want to opt out," says Doyle. "We're designing the program to make sure the service/cost equation is optimal. This isn't about moving furniture and staff to one location; it's about improving processes and outcomes. Shared Services will not get in our way; it will let us get on with our core business."

Full implementation across government will take up to three years. However, some services will be ready for delivery on a shared basis sooner than others, so work is already underway to phase them in. These "early implementers" include common information technology services (help desk, server and desktop services, for example), some procurement and administrative services and payroll and accounts payable processing.

Ministry of Transportation branches most affected in the near term by the shared services initiative will be financial services (payroll and accounts payable), human resources and information technology.

Payroll

On January 17, the ministry's payroll staff received letters saying their positions would either go to shared services or be privatized. Since then, government has said the Payroll Operations and Information Management (POIM) system will be privatized while Payroll Transaction Processing (PTP) will become a shared service.

As one of the "early implementers," the payroll functions will be transferred from all ministries to shared services within the next year. Overseeing the details of the transfer is the Payroll Consolidation Committee, on which sits our own John Dowler, Senior Manager, Financial Operations.

"The committee will try to make sure that service levels are maintained during and

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Road Runner

The Road Runner is produced entirely in-house by the communications branch of the Ministry of Transportation.

Story ideas, submissions and letters are always welcome and may be submitted to your regional communications coordinator or by e-mail to:

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Please post social announcements on the Intranet bulletin board.

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An open letter to ministry employees

At the end of this month we will be losing many very dedicated and talented people who have contributed immensely to the ministry, the province's transportation system and the communities they served. We all wish that the fiscal realities that have led to the restructuring of the ministry had not come about and that those people could continue to work with us.

On behalf of the whole ministry, I want to thank everyone who is leaving the ministry for all they have done for their province and wish them well in the future.

I also want you to know the ministry is working exceptionally hard to attract new investment to provide needed transportation projects, which will help revitalize the economy and create new employment opportunities. We are hopeful that we will see some large partnership projects moving by early 2003.

Dan Doyle

after the transition period," says Dowler. "I do expect benefits, including economies of scale and efficiencies. There will be a larger pool of experienced payroll staff to draw upon during periods of payroll staff absences."

The coming transfer to shared services presents several challenges for payroll staff, not the least of which is having to deal with the current uncertainty surrounding their own jobs. Also, there has been more work to do, for several reasons: there are fewer staff to do the work, some experienced staff have left, new staff have been introduced into the payroll area and need time to be trained, and the timing of all of this has been less than fortuitous. The end of the fiscal year is always a busy time, but the end of this fiscal year has been particularly busy because so many departures from the ministry have had to be processed by payroll staff.

"Our payroll staff have risen to these challenges and then some," says Dowler. "The extra work the payroll staff have put in during this difficult period has meant their high standard of service continues to be provided to ministry staff."

Accounts Payable

As one of the next "early implementers," accounts payable functions will be transferred to shared services on or before April 1, 2003.

A working group of senior financial officers has started to develop strategies for transitioning common financial functions to the shared services agency. As part of its review, the working group will determine whether some services are specialized to the extent that they require ministry expertise and should sill be processed in the ministries.

Ministry financial staff will be involved through sub-groups to deal with the transition to shared services of such specific functions as accounts payable and purchasing. In the interim, accounts payable functions from the headquarters branches have now been centralized in the Finance and Administration Branch. Again, this movement of staff, changing of procedures and training of clients and staff was all accomplished during a busy year and by our highly motivated staff.

Information Technology

"The main benefit of transferring common information technology to shared services is that it will enable our ISB to concentrate on ministry-specific information management and business applications rather than on common infrastructure and applications," says Bob Buckingham, Director, Information Systems Branch. "This will enable us to serve the ministry's core business better."

ISB will be ready to proceed with implementation as soon as the transfer of our common services to the Ministry of Management Services is approved, Buckingham adds.

Public-Private Partnerships to help "bridge the gap"

As government moves to balance the budget, public-private partnerships (P3s) will help to bridge the gap between the need for transportation infrastructure and the province's limited financial capacity. The private sector is well placed to finance and operate certain projects and, as such, will help deliver quality infrastructure in the most cost-effective way possible.

P3s come in many shapes and sizes. Generally speaking, they focus more on the end product than on processes and require government agencies to precisely identify objectives and performance measures. In the United Kingdom, Australia and elsewhere in Canada, P3s have been used successfully to build roads, hospitals and schools and to operate research laboratories, harbours and airports. So far, candidates for transportation public-private partnerships include the Sea-to-Sky corridor, Coquihalla Highway and Lower Mainland gateway.

A government agency charged with co-ordinating the government's P3 activity is scheduled to be in operation later this summer.

Not only are P3s designed to attract private capital and expertise to public sector activities in B.C., they are expected to further boost the provincial economy by helping to create a homegrown business capability that can be used profitably on projects here in B.C. and around the world. A ministry-hosted conference in Vancouver on July 8 and 9 will introduce local and international companies to the province's P3 opportunities and resources.

Government recognizes that P3s are not the magic bullet for every project and that it will take time for both the public and private sectors to get up to speed. "I would say 15 to 20 P3s [across government] in the next four years—that's the limit for the public and private sectors," says Al Sakalauskas, deputy finance minister.

While P3s represent a major change in our day-to-day activities, the ministry will still be the knowledgeable owner and will review each P3 project at the proposal stage to make sure provincial requirements are met.

As we establish and develop new partnerships, the ministry will remain committed to maintaining a presence in every region and district. The Ministry of Transportation will continue to work closely with local communities and to respond to individual concerns.

Delivery of 2002/03 capital programs closely monitored to stay on track

In 2002/03, a total of $212M will be spent on capital programs, including a $10-million increase for northern and rural roads. Delivery of the projects will be monitored closely to ensure they stay within scope and on budget.

Following is a list of key projects that have been announced. As contracts are awarded for other projects, details will be listed under "Key Initiatives" on our website.

Southern Interior Region

- Springbrook Bridge on Highway 95, 50 km north of Cranbrook. Bridge deck resurfacing and joint replacement.
- Complete construction of new Silver Bridge and approaches on Highway 3 in Princeton. Started last year; to be complete this fall.

South Coast - Lower Mainland:

- Oak Street Bridge. Seismic soil densification and impact attenuation (safety barriers) continues.

Northern Region

- Greenville to Kincolith. New road construction continues.
- Nisga'a Highway. Lava Lake construction continues.
- Highway 16. Smithers four-lane curb and gutter continuation.

In addition, the provincial and federal governments are sharing the cost of two projects near Golden and Revelstoke. This is part of an agreement by which each government will provide $61.2 million over the next five years for highway improvement projects in B.C. The federal share is funding from the Strategic Highway Infrastructure Program (SHIP).

One SHIP project is the construction of the 5 Mile Bridge (a.k.a. Yoho Bridge), nine kilometres east of Golden. Over four years, at a total expenditure of $60 million to $70 million, the existing two-lane bridge will be replaced with two two-lane bridges, and about three kilometres of highway will be upgraded from two lanes to four.

Another portion of the SHIP funds will be used for improvements to the Victoria Road intersection in Revelstoke. Improvements include four-laning, adding turning lanes and a westbound auxiliary lane, and realigning the Highway 23 North intersection. This project is scheduled for completion in the fall of 2003.

Transport Canada and the ministry are reviewing a list of other proposed projects for SHIP funding.

"eGovernment" designed to improve access to gov't services

Expect to hear the buzz-word "eGovernment" a lot in the near future. The overall objective is to provide better access to government information and services. And the B.C. government wants to be a leader in electronic government.

Soon, both citizens and business will be able to access eGovernment information 24/7. A secured service will allow financial transactions and provide customers with consistent information—whether over the counter, through the mail, by telephone or online.

Individual ministry Internet sites will be replaced by the Enterprise Portal – a single, unified "web presence" for the Province of B.C. All government (including Ministry of Transporatation) services will be available from that single starting point.

No more building web pages with specialized web authoring tools. Instead, content will be added to the portal database via web browsers. Once entered, content will be managed through a workflow process that allows for editing, review, approvals and publication.

As the Ministry of Transportation currently examinines a number of its business processes, it is in an excellent position to take advantage of this new technology.

Already, you may have noticed that the ministry is making greater use of the Internet and less frequent use of news releases when announcing new projects. This reflects the new government-wide approach

As well, the ministry's Intranet site has played a key role in informing staff during our restructuring and workforce adjustment. In fact, our Intranet site has been a model for all of government.

The Internet will become a key communications tool for all of government, and eGovernment promises to be an effective method for delivering information and services to the public.

BC Internet Services will be piloting the new government portal in June.

If you are interested in learning more about how eGovernment can help you deliver your service, contact your ISB business manager.

Renewal *(cont'd from page 1)*

These questions and related matters will be addressed by the ministry this spring and summer as it formulates a new human resources plan. To help formulate the plan, a Renewal/Leadership session will be held in Victoria on May 16. The session will outline the government's and the ministry's renewal initiatives and begin the development of strategies and goals. Delegates to the meeting will return to their workplaces, discuss the ideas with their home staff and collect feedback. A follow-up meeting on June 13 will bring together a cross-section of staff to discuss the feedback and determine the ministry's HR/Renewal plan.

The ministry's human resources plan will also address recommendations made by staff in "The Next Generation," a report distributed last summer.

The Next Generation report highlighted the need for knowledge continuity as leading-edge Baby Boomers begin to retire. Throughout the B.C. public service, 35 per cent of the workforce—50 per cent of senior managers—will be eligible to retire in the next five years. In the next 10 years, 50 per cent of the workforce—85 per cent of senior managers—will be eligible to retire.

Renewal will take a long time. In fact, we can expect it to be continual. And it will require real innovation. Simply cutting and pasting bits and pieces of the old way won't work.

"Real renewal will be driven by ideas and risk-taking," says Dan Doyle, deputy minister. "Ideas from all perspectives, from all staff. The more brainstorming, the better. But thinking up ideas is just one part of the innovation challenge. Those with ideas will then face the prospect of stating opinions loud and clear in front of their peers and superiors. In some environments that takes guts. I hope our renewal process creates an environment in which all ideas are invited with open arms and respected. We must all feel free to think out loud, embarrassment-free."

Business process re-engineering *(cont'd from page 1)*

Properties and Business Management. "The first step is to take an inventory of our past practices. Then we'll review those practices, make revisions as required and monitor progress to make sure the new processes continue to work."

The review will consider how best to respond to new priorities and make use of new technology. It will also identify ways to fix inefficient practices and eliminate redundant ones.

"Even if a process has worked well for us in the past, we must ask, 'Is there a way we can make it work even better in the future?'" says Byng.

June 15, 2002 is the completion date for the first phase of the project. Work is proceeding or planned on several fronts.

Headquarters, district and regional staff are contributing to the inventory process and are identifying the internal and external clients associated with those processes.

The project is reviewing the following processes that include interactions with clients outside the ministry:

- Hired Equipment
- Permits & Development Approvals
- Public Road Advisories
- Freedom of Information Requests
- Public Communications for Programs and Services
- Accident and Traffic Information
- Road Register
- Gravel Management
- District Rehabilitation Program Delivery
- Records Management and Forms Management
- Minister's Correspondence, E-mail Requests and Briefing Notes
- Emergency Planning/Property Management
- Damage Claims
- Front-line Customer Service/Customer Contact
- Hydro Billing
- Accounts Payable

Working groups will be established to recommend ways to streamline other processes and to measure performance.

Client surveys will be conducted as the re-engineering project progresses. The first survey will ask clients what they think of our existing services. Their responses will establish a baseline against which future surveys will be compared. A second client survey, planned for several months after the new processes have been implemented, will measure results against performance standards.

"Over the next few months we will be sweating the details," says Byng. "I hope everyone will take this opportunity to suggest ways to improve the ministry's business processes. If you would like to participate in a Business Process Re-engineering Project working group, provide input or if you just have questions, please help the ministry move forward by contacting

Cindi.Trowbridge@gems2.gov.bc.ca"

The Business Process Re-engineering Project is sponsored by John Dyble, ADM, Highways Department. The director of the project team is Dave Byng. The team also includes consultant Mackenzie Kyle (project manager), Nick May, Angela Buckingham, Sharon Wilder, Mike Proudfoot and Cindi Trowbridge.

Departures prompt events to honour employees

Events large and small have been held around the province to honour departing employees. Here are some photos of colleagues who have left but are not forgotten. As additional photos are received, they will be published in future editions of Road Runner.

Farewell event in Kamloops, March 28. Voluntary departures: L to R – Vern Lange, Keith Aviss, Susie Petrie, Harry Lyons, Cheryl Seaman and Ray Lofgren.

Farewell event in Kamloops, March 28. Early Retirement: L to R – Brian Lake, Sandy Hamer, Gerry Carlson, Morgan Sheremeta, Hector Denton, Bernie Haddock, Dick Yamaoka, John Heim, Bob Pearson (partially hidden), Heather Braund (in front of Bob), Pauline Thomas, Ric Meidinger, John Williams and Gerry Miller.

Ministry poised for shared services (*cont'd from page* 3)

Human Resources

Parallel to the Deputy Ministers' Shared Services Committee process, the Public Service Employee Relations Commission is developing a consolidated model for human resource services.

All government HR services will be consolidated under one agency that will provide services to all ministries through service-level agreements. The agency's policies and HR practices will be managed through the deputy ministers' committee to make sure the HR goals of government are met.

"It's important to note that ministry staff are doing a great job under the current arrangement" says deputy minister Doyle. "For example, our payroll section serves more staff per payroll employee than almost anywhere else in government. Under the shared services program our staff will be a major force in improving the efficiency of the entire government."

Updated information on the government-wide shared services project can be found at the Ministry of Management Services web site, http://gww.bcss.gov.bc.ca. Questions and/or concerns are welcome through the site's feedback link. The site also includes a Frequently Asked Questions section.